



ENVIRONMENT AND ECONOMY OVERVIEW AND SCRUTINY PANEL

Committee Report

Public

Date of Meeting: 10th September 2009

Title: **IMPLEMENTATION OF THE CARLISLE ECONOMIC STRATEGY;
RELEASE OF LOCAL AUTHORITY BUSINESS GROWTH
INITIATIVE [LABGI] FUNDS**

Report of: **HEAD OF ECONOMY, PROPERTY & TOURISM**

Report reference: **DS.73/09**

Summary:

As part of the 09/10 budget, the Council set aside part of its LABGI reserves for the implementation of 'Growing Carlisle – An Economic Strategy for the Carlisle City Region', approved by Council in 2008. The attached report DS.71/09 explains how the budget is proposed to be allocated. Also attached for information is a set of tables charting the overall progress of the Strategy, as used by the Economic Development & Enterprise Group of the Carlisle Partnership, which is monitoring progress on the delivery of the Strategy overall.

Questions for / input required from Scrutiny:

The Panel is asked to comment on the content of the attached report.

Recommendations:

That the Panel supports the proposals for the use of the Council's LABGI reserves

Contact Officer: David Beaty

Ext: 7120

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None



REPORT TO EXECUTIVE

PORTFOLIO AREA: ECONOMY

Date of Meeting: **1st September 2009**

Public

Key Decision: **Yes** Recorded in Forward Plan: **Yes**

Inside Policy Framework

Title: IMPLEMENTATION OF THE CARLISLE ECONOMIC STRATEGY; RELEASE OF LOCAL AUTHORITY BUSINESS GROWTH INITIATIVE [LABGI] FUNDS

Report of: Head of Economy, Property & Tourism

Report reference: DS.71/09

Summary:

This report provides an update on the implementation of projects linked to the Carlisle Economic Strategy and seeks the release of the LABGI allocation from the budget resolution in February 2009.

Recommendations:

1. That the Executive agrees that the LABGI allocations in the February 2009 budget resolution are released for use in the implementation of the Carlisle Economic Strategy.

Contact Officer: David Beaty

Ext: 7120

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None

1.0 BACKGROUND INFORMATION AND OPTIONS

- 1.1 The Executive received a report on proposals to use £227,000 of its unallocated LABGI reserves at its meeting on June 29th. This use of this allocation was approved at Council on July 14th and was intended to bring forward short-term proposals that would help to lessen the impact of the recession in Carlisle.
- 1.2 The proposals in that report covered initiatives in the City Centre, Business start-up funding, Project Development [Old Town Hall & Roman Gateway], and Business Incubation and food sector development proposals
- 1.3 The current position on the Council's LABGI reserves is as follows;

Budget Allocation for 09/10 for Economic Strategy	£343,000	Not yet committed
Budget Allocation for 2010/11 for Economic Strategy	£288,000	Not yet Committed
Held in Reserves but released by Council July 14 th for short term recession measures	£227,000	Includes some initiatives from the Economic Strategy brought forward
Total ¹	£858,000	

- 1.4 This report shows how it is proposed to use the Council's budgeted LABGI reserves for the longer term implementation of the actions in 'Growing Carlisle - an Economic Strategy for the Carlisle city region'. A table at the end of the report presents a complete picture of how LABGI funding is to be used. The report has four sections:
- The background to the Economic Strategy and the [LABGI] allocations included in the 2009 budget resolution. [See table in para 2.4].
 - The current status of projects. [Section 3].
 - The schedule of activity, funding requirements and release of the LABGI reserve. [section 4].
 - Management and monitoring of the programme of work [section 5].

¹ This figure represents the available LABGI up to and including year 3 of the current allocation for 2007/08, the final instalment of which was received in March 2009

2.0 THE BACKGROUND TO THE ECONOMIC STRATEGY AND THE [LABGI] ALLOCATIONS INCLUDED IN THE 2009 BUDGET RESOLUTION

- 2.1 “Growing Carlisle- An Economic Strategy for the Carlisle City Region” was approved by the City Council in 2008. The budget allocations for 2009/10 and 2010/11 in the table above were based on a schedule of initiatives agreed with the Economy and Enterprise Group of the Carlisle Partnership in late 2008. This is the multi-agency group that has developed and steered the economic strategy.
- 2.2 The expectation is that the Council’s LABGI funds would be supplemented by external funds where possible, subject to the submission of successful bids. At this point no accurate prediction can be given of the global amount of match funding that might be drawn down. Bids for individual projects are at different stages and projects are also subject to scaling up or down depending on competition for resources. The importance of the Council’s LABGI reserve is that it offers the potential to pump prime the early stages of schemes to the point where detailed bids can be submitted and also provides an essential source of match funding.
- 2.3 The list below is a schedule of prioritised activities from the ‘Place’ and ‘People’ themes of the Economic Strategy highlighting those activities that were expected to require LABGI funding. Activities funded from other sources are also included for completeness.

Areas of Work [LABGI funded activities shaded]	‘Ownership’ or Lead role at Nov 08
<i>‘Place’ projects</i>	
Growth Point [housing and employment land allocations]	Growth Point – City Council Planning Employment land & M6 corridor - Carlisle Ren’ce + Planning Sub regional sites programme- Durranshill - City and County
Historic Core and Public Realm projects	Carlisle Renaissance
City Centre Management	City Council supported by Carlisle Renaissance
University – Caldew Riverside	Carlisle Renaissance with City, County & UoC
Rural Service Centres [‘mini’ economic action plans]	Brampton Economic Action Group facilitated by City Council
Options for NCTC site	Not allocated but likely County lead
Carlisle Tourism Partnership	City Council, Cumbria Tourism, Hadrian’s Wall Heritage Ltd

Carlisle Marketing	Hadrian's Wall Heritage Ltd [pending formation of the Tourism Partnership]
Old Town Hall / Visitor Information	City Council supported by Carlisle Renaissance
Tullie House /Hadrian's Wall Roman Gateway	City Council supported by Carlisle Renaissance
Tourism Projects	Tourism Partnership
'People' projects	
Labour Market initiatives	[overseen by Employment Partnership facilitated by City Council]
a) Retail Academy	a) Carlisle College, City Council + partners
b) Construction Academy	b) City Council + partners
c) Impact of ageing workforce	c) Likely to be county wide research
d) Return to Work Programme	d) City Council, County, Carlisle College,
e) Redundancy Support	e) City Council, Carlisle College, Chamber + Partners
Business Support	Lead or accountable body roles
a) Priority Growth Sectors	a) City Council + NWDA
b) Business Incubation	b) City Council + University
c) Business Start-up	c) City Council, NWDA +Cumbria CC
d) Business Engagement ²	d) City Council

3.0 CURRENT STATUS OF PROJECTS AND ACTIVITIES [August 09]

- 3.1 All of the projects and activities above are moving at different speeds, dependent on match funding prioritisation and opportunities, partner's involvement & decision making, in-house capacity and changing circumstances.
- 3.2 The following paragraphs provide a brief up-date on the current status of each of the shaded activities in the table above where LABGI funding is expected to be required, and estimates of the current expected call on the LABGI budget.
- 3.3 The last part of the report [section 4] draws together the various strands to provide an estimate of the likely spend against LABGI in the current year. For completeness the table also summarises the funding position for non-LABGI actions and projects from the Economic Strategy and the Carlisle Renaissance Action Plan.
- 3.4 **City Centre Management [CCM]** - No further call on LABGI for city centre activities and projects is proposed above the £85,000 allocated in DS.48/09in 09/10 approved at Council on July 14th. There may be a requirement for further funding

² A project to improve access to, and awareness of, public sources of business support.

in 2010/11 if the CCM steering group decides it wishes to go forward with a formal proposal for a Business Improvement District

- 3.6 **Rural Service Centres - 'mini' economic plans.** Brampton's plan is now at the consultation stage and is being taken forward by a local Economic Action Group facilitated by the City Council. There is no budget allocated to Brampton other than an indicative £200,000 in the Cumbria SRAP/Joint Investment Plan³ for 2010/11.
- 3.7 This, however, is no more than a 'marker' within the SRAP. Any project arising from the Plan would have to be the subject of a bid for funds (and also subject to the full appraisal and approval process) and depending what priorities emerge from the Brampton Plan may also result in a call on LABGI next year.
- 3.8 In this year there is a requirement for £30,000 to fund emerging priorities related to conservation area and traffic management studies in the town. Longtown will also be the subject of a mini economic plan, but how and when this will be developed will be decided in the light of other initiatives currently underway in Longtown.
- 3.9 **Carlisle Marketing.** Hadrian's Wall Heritage has been asked to take a lead on the marketing of Carlisle this year as a stop gap measure pending the formation of the Carlisle Tourism Partnership. A campaign jointly funded by the City Council, Hadrian's Wall Heritage Ltd, Carlisle Renaissance and Cumbria Tourism comprising features, advertisements, supplements and e-newsletters is underway.
- 3.10 An additional £50,000 over and above base budgets was included in the 09/10 LABGI budget to pay for additional marketing at a time of recession in a year where domestic tourism is expected to benefit from the strength of the Euro.
- 3.11 The profile of Carlisle as a visitor destination still needs to be raised, and this could be assisted in 2009/2010 by a series of weekend events and activities in the traditionally quieter periods in the City. This will be particularly important at a time of recession. Events in November and January/February together with national marketing campaigns and major website enhancement could bring significant benefits to Carlisle businesses. It is recommended that the £50,000 LABGI is allocated for this purpose.
- 3.12 **Old Town Hall / Visitor Information.** This scheme to upgrade and refurbish parts of the Old Town Hall has a capital allocation of £90,000 in 09/10. A bid is being

³ This is the NWDA Investment Plan for Cumbria as developed with Cumbria Vision. SRAP = sub-regional action plan

prepared to the NWDA's Visitor Information Capital Fund and report DS.48/09 allocated £20,000 towards concept design and feasibility work.

- 3.13 A successful bid would allow a much larger scheme that would provide the scope to look much more fundamentally at the opportunity to develop the Old Town Hall's role as a major visitor interpretation and orientation centre for Carlisle and the area around. If successful, the scheme could require up to £250,000 LABGI from the City Council in addition to the £90,000 capital already allocated – which may then be available to be used for necessary improvements to the building fabric. The project - if it is approved - would run into 2010/11 and the LABGI requirement would also be split between 2009/10 and 2010/11.
- 3.14 **Tullie House/Hadrian's Wall Roman Gateway.** This project has two strands; the refurbishment and re-launch of the Millennium Gallery to create a new Roman gallery that will include the use of cutting-edge interactive technology to recreate life in Roman Carlisle and along the Wall [the internal works] and the improvement and interpretation of the Hadrian's Wall path through urban Carlisle to provide better links to the city centre and the historic core [the external works]. The initial proposals envisaged a LABGI allocation of £100,000 in both 2009/10 and 2010/11 against a project [then] valued at over £4 million. The project has gone through concept bid stage and has been since been scaled down to £2.3 million reflecting the availability of external funds. The LABGI will contribute to the external works focusing upon interpretative features on and adjacent to Hadrian's Wall Path, improved signage, complementary landscaping work on and adjacent to Hadrian's Wall Path.
- 3.15 The requirement for LABGI in 09/10 of £35,000 to cover design development with was agreed in report DS.48/09. Following tender submissions for concept and design work a further £15,000 is required in 09/10. A budget of £150,000 will be required in 2010/11 for implementation. The total LABGI allocation over the two years has not changed.
- 3.16 **Tourism Projects.** The Tourism Partnership, when established, will produce a Tourism Action Plan that will require funding. While resources will be drawn from a variety of sources, including current tourism development base budget, the expectation is that there may be a call against the Council's LABGI allocations from 2010/11 onwards. There is no LABGI allocation against this activity in 2009/10 other than the additional marketing budget in paragraph 3.11.
- 3.17 **Labour Market Initiatives**

- a) Retail Academy The LABGI allocation in the budget resolution included £20,000 per annum over three years along with NWDA, National Sector Skills Council and other funding. This will allow the development of the successful pilot retail academy to move into its second phase involving closer working with Carlisle College and the introduction of supervisory and management training. This project is still subject to successful bid to the skills academy so will have a reduced funding requirement in 2009/10 circa £10K.
- b) Construction Academy Both this and the retail academy projects are designed to improve recruitment and training opportunities for local people in these two sectors. The construction academy will be piloted with Balfour Beatty / Birse Civils , the contractor[s] for the Carlisle Northern Development Route (CNDR). The LABGI requirement was £30,000 per annum alongside funding from the National Sector Skills Council and others. The City Council's bid for the academy can be progressed now that the CNDR project has been confirmed but there will be a reduced funding requirement of £10,000 in 2009/10.
- c) Impact of Ageing Workforce This was a small scale project flagged up by, particularly, larger businesses up to help develop collective policies to reduce the loss of skills and experience due to the high % of the workforce retiring in the coming years. It is now likely to be taken forward as a county-wide project. The funding requirement from LABGI is not yet known but should be no more than £5,000.
- d) Return to Work and Redundancy Support There is a contribution from the 05/06 LABGI allocation to the salary of the Economic Regeneration Officer (ERO) who manages this area of work along with all other worklessness initiatives. This post is funded to June 2010. The current activity [Return to Work and redundancy support fund] is externally funded. Carlisle College is now contracted to deliver general and individual redundancy support alongside the Cumbria Chamber, while the City Council will continue to co-ordinate the response to major redundancies and supplement mainstream resources to fill funding gaps. There is the potential to extend the Return to Work activity post June 2010 but this will depend on performance, it is therefore recommended that a provisional match funding allocation of £15K to cover an extension to the ERO post is required in 2010/11.

3.14 Business Support

a) Priority Growth Sectors

- i. The key sectors for Carlisle are tourism, [to be covered by the Tourism Partnership], retail & construction, [covered by the 'Academies' above], logistics, the food sector and the 'knowledge' sector.
- ii. The logistics and food sectors are 'clusters' of businesses and the work to date has been with NWDA ,the University and others to link Carlisle's needs into existing and proposed regional and other support initiatives. LABGI funding of £7,000 was agreed in DS.48/09 to begin the work but a further £23,000 in 09/10 will be used to pump prime initiatives to support the development of these clusters.
- iii. A logistics partnership in Carlisle would bring together transport and logistics companies, educational bodies and service users, particularly manufacturers. The partnership would directly feed into the Logistics Academy North West and seek to influence regional and national policy. The partnership would support businesses with help and advice on recession planning and on restructuring the industry locally so that it is more robust. Support would be time limited pump priming, to establish a self sustaining partnership.
- iv. With regards to the food sector, the funds would be to support the delivery of regional initiatives at a local level so as to maximise take up by food sector businesses in the district.
- v. In addition £20,000 is earmarked for work on assessing the competitiveness of Carlisle's ICT infrastructure – funded from the Growth point award, not LABGI.

b) Business Incubation. The budget of £20,000 in 2009 / 2010 was agreed in report DS.48/09 to establish whether there is a case for a dedicated business incubation centre. Based on the outcome of this exercise there may be a further requirement LABGI support in 2010 / 2011. In addition £6,500 for 2009/10 only is needed to continue the support to Young Enterprise in Carlisle.

c) Business Start-Up. £60,000 of LABGI was agreed in report DS48/09

d) Business Engagement. Not now proceeding - included within priority growth sector work in [a] above.

4.0 THE CURRENT FUNDING REQUIREMENTS AND AVAILABLE LABGI.

4.1 The following table sets out the current proposals from the paragraphs above as at August 2009 as the basis for a decision on the release of LABGI funds. Non-LABGI funded activity is also shown for completeness. LABGI funded activity is shown shaded.

Areas of Work	LABGI	External funding need & status
'Place' projects		
Growth Point [housing and employment land]	None	Growth point funding in place. Carlisle Renaissance funding in place to support the employment land review
Historic Core and Public Realm projects	None	NWDA funding in place or earmarked via Carlisle Renaissance
City Centre Management	£85,000 [09/10] Agreed DS48/09	Possible Carlisle Renaissance budgets
University – Caldew Riverside	None	NWDA funding for project development in place via Carlisle Renaissance. Funds for remediation subject to bid.
Rural Service Centres ['mini' economic action plans]	£30,000 [09/10] Possible call on LABGI for 10/11	Bid required in 10/11
Options for NCTC site	None	Marker in sub-regional action plan – no commitment

Areas of Work	LABGI requirement	Match funding requirement and status
<i>“Place” projects - continued</i>		
Carlisle Tourism Partnership	None	Cumbria Tourism and Hadrian’s Wall Heritage Ltd., Carlisle City Council base budgets
Carlisle Marketing	£50,000 [09/10]	Resources from Cumbria Tourism, Hadrian’s Wall Heritage, Carlisle Renaissance
Old Town Hall / Visitor Information [subject to agreement on business case]	£20,000 feasibility agreed DS48/09 £90,000 capital agreed £110,000 LABGI 09/10, £140,000 10/11 match	NWDA Visitor Information Capital Fund plus others to be determined
Tullie House /Hadrian’s Wall Roman Gateway	£35,000 [09/10] agreed DS48/09 £15,000 additional in 09/10 £150,000 [10/11]	Subject to bid for ERDF funds
<i>‘People’ projects</i>		
Labour Market initiatives a) Retail Academy b) Construction Academy c) Impact of ageing workforce d) Return to Work e) Redundancy Support	initiatives [a-e] £25,000 [09/10] £65,000 [10/11]	Match funding subject to applications being made to various external funders and contract extensions
Business Support a) Priority Growth Sectors b) Business Incubation c) Business Start-up	initiatives [a-c] £29,500 [09/10] £60,000 [10/11]	NWDA business start-up funding in place. Others subject to bids for match funding

4.2 The potential additional call on LABGI over and above the £227,000 released via DS.48/09 is £259,500 for 2009/10. The under-spend from the budget figure of £343,000 arises from the decisions to bring forward expenditure against the unallocated LABGI and changes in the scale of some projects, for example, the expression of interest for a more ambitious scheme at the Old Town Hall and in relation to the Brampton Economic Action Plan.

4.3 To summarise, the economic projects for which LABGI funding is sought to be released from the 09/10 budget allocation are:

• Brampton Economic plan	£30,000
• Additional Tourism marketing	£50,000
• Labour Market Initiatives	£25,000
• Business Support	£29,500
• Old Town Hall	£110,000
• Roman Gateway	£15,000
Total	£259.500

4.4 The potential total call on LABGI in 10/11 is £415,000 against a remaining LABGI reserve of £371,500, leaving a potential shortfall of £43,500 but this does not take into account those other projects flagged in the tables above where a call on LABGI funds might be expected, nor LABGI allocations for 09/10 or beyond. [Although future LABGI funds will be much smaller than previously]

4.5 Clearly, some prioritisation will be needed to fit ambition to the resources available. Also, since projects will continue to move at different speeds, or are awaiting decisions by external funders, some flexibility is needed in the Council's decision making to reflect changing circumstances against the list of prioritised projects from the Economic Strategy. The above figures take no account of any future LABGI allocations from 09/10 on.

5 MANAGEMENT AND MONITORING OF THE PROGRAMME OF WORK

5.1 The above tables show how a 2 year programme of work is evolving, drawing on the Council's LABGI resources around the priority areas in the approved economic strategy. This builds in a degree of over-programming against the LABGI resources over the two years in the knowledge that projects will change, amounts of external funding will vary and timescales will change.

Projects and Actions	09/10 indicative total LABGI spend [including that released by Council on July 14th	10/11 indicative LABGI spend
City Centre	£85,000	TBC
Rural	£30,000	TBC
Tourism projects	£50,000	TBC
Old Town Hall	£130,000	£140,000
Roman Gateway	£50,000	£150,000
Labour Mk't support	£25,000	£65,000
Business Support	£116,500	£60,000
Totals	£486,500	£415,000

5.2 The approval to release the Council's LABGI resources would be subject to:

- A further report during the budget cycle for 10/11 to review progress on the programme overall and the expenditure for 2010/11 and beyond.
- Approval from the Executive on any variations of more than 20% from the indicative expenditure in 09/10 in any of the above categories.
- Reports as required to Environment and Economy Scrutiny Panel on the progress of the programme.
- Monthly reports to the Portfolio Holder by named officers responsible for managing the various elements of the programme.
- Preparation of a business plan for the Old Town Hall project

6.0 CONSULTATION

6.1 **Consultation to Date.** Carlisle Renaissance

6.2 **Consultation proposed.**

6.0 RECOMMENDATIONS

6.1 That the Executive agrees the LABGI allocations in the February 2009 budget resolution are released for use in the implementation of the Carlisle Economic Strategy.

7.0 REASONS FOR RECOMMENDATIONS

7.1 To facilitate the implementation of the Economic Strategy

8.0 IMPLICATIONS

- **Staffing/Resources** –
- None – implementation requires partnership working with a number of agencies
- **Financial** – The allocations of LABGI approved as part of the budget resolution in February 2009, £343,000 in 2009/10 and £288,000 in 2010/11, are requested

to be released for the schemes outlined in the report above. These amounts are to be used in conjunction with the unallocated amount of £227,000 that was approved to be released by Council on 14th July 2009.

- **Legal** – The Council has powers under Section 2 of the Local Government Act 2000 to do anything which it considers likely to achieve the promotion or improvement of the economic, social or environmental well-being of the whole or part of its area or all or any persons resident or present in its area. In determining whether to exercise these powers, it must have regard to its Community Strategy and to any relevant guidance issued by the Secretary of State. These powers should be sufficient to enable the authority to proceed with the initiatives referred to in the report.

- **Corporate** –
- The proposals are in line with the Economic Strategy approved by Council

- **Risk Management** –
- Within individual projects

- **Equality and Disability** –
- Assessed within individual projects

- **Environmental** –
- Capital projects will need to meet environmental obligations

- **Crime and Disorder** –
- No impact

- **Impact on Customers** –
- Supports the long term development of the economy

Carlisle Partnership Economic Development & Enterprise Priority Group
Economic Development Strategy Priorities

“PLACE” priority Projects/Actions [Revised Jan 09]		Strategy work-stream[s]	Actions and Current Position July 09	Next Steps
1	<p>Enable the development of the University of Cumbria HQ campus at Caldew Riverside</p> <p>CR Board Priority and Transformational Action</p> <p><i>[Replaces Priorities 1, 3 and 7]</i></p>	City Centre	<p>a. Site Remediation. Report to City Council Executive seeking authority to begin remediation grant application process 27/07/09.</p> <p>b. Land Transactions. Negotiations underway.</p> <p>c. Planning and Design. Master-planning work on-going. Impact on car parking being assessed. Transport assessment pending.</p>	<p>a. Funding bid for site remediation expected to be agreed late summer 09.</p> <p>b. Consideration of Heads of Terms.</p> <p>c. Appointment of architects by UoC.</p>
2	<p>Public Realm improvements in City Centre</p> <p><i>[Equivalent to Priority 2 in original list]</i></p>	City Centre	<p>a. Castle St. scheme progress subject to agreed parking plan for city centre.</p> <p>b. City Centre Management Group now in place. Small scale environmental improvements budget agreed. Brief for business plan agreed.</p> <p>c. Urban Design and Public Realm Framework approved by Council.</p> <p>d. Planning Brief for Rickergate being prepared.</p>	<p>a. County Council to review car parking.</p> <p>b. Action/Business Plan for CCM partnership prepared.</p> <p>c. Provides formal framework to guide design and quality in city centre.</p> <p>d. Expected to begin work in September.</p>
3	<p>Bring employment land and premises to the market</p> <p><i>[Replaces Priorities 4,6 and 8]</i></p>	Growing Carlisle Revitalising Communities	<p>a. Programme to bring brown-field employment land in Carlisle South to market and to enable industrial Estate regeneration underway. Land acquired at Durranhill.</p> <p>b. Baseline study & evaluation of opportunities within M6 corridor completed [CR Board Priority & Transformational action].</p>	<p>a. Proposals for individual sites being evaluated.</p> <p>b. Develop employment land need forecasts.</p>

“PEOPLE” priority Projects/Actions [Revised Jan 09]		Strategy work – stream[s]	Actions and Current Position July 09	Next Steps
1	Promote better integration between training, education and key sectors of the local economy. <i>[Replaces priorities 1, 9 & 10]</i>	Improve Workforce Skills	<ul style="list-style-type: none"> a. Retail and Construction Academy proposals under development/underway. b. Development of legal framework to apply training and employment obligations to relevant planning approvals [s106]. 	<ul style="list-style-type: none"> a. Retail Academy continues with College as lead partner. Construction; meeting with CITB early September. b. Consultation completed - consideration by Council begins end September.
2	Promote better business engagement & identify stimuli for business growth, especially in relation to priority sectors. <i>[Replaces priorities 2, & 5]</i>	Business Growth and Innovation	<ul style="list-style-type: none"> a. Proposal for specific engagement programme within Logistics sector. City Council pump priming agreed. b. Review of growth sector research and engagement with regional and national support programmes within food sector. Public sector agencies met end Jan & agreed priorities for food sector. c. Business Incubation feasibility work with University. City Council funding agreed for study into business incubation needs. d. Proposed formal Tourism Partnership involving Cumbria Tourism, Hadrian’s Wall Heritage Ltd., City Council and private sector. e. Business Start-up programme. City Council £60k agreed + £67,000 NWDA/ERDF. 	<ul style="list-style-type: none"> a. Work on formation of Logistics Partnership underway to improve sector performance. b. City Council funding agreed to support delivery of regional programmes, incl Taste NW, [food based tourism] aging workforce, local promotion and delivery of £4 million ERDF funded regional support programmes. c. Task and Finish Group to be formed to steer study. ED&E representative requested. d. Tourism Partnership Director appointed - starting end July. Jointly funded promotion end July. Invitations to serve on partnership to be advertised. e. Contract and delivery arrangements being put into place .
3	Labour market interventions, including support for people that are not working or facing redundancy, initiatives linked to growth and investment and the graduate labour market. <i>[Replaces priorities 3, 6 & 8]</i>	Reducing Worklessness	<ul style="list-style-type: none"> a. Return to Work [RTW] project underway [targeted at Incapacity Benefit clients]. b. Redundancy support projects. c. Graduate retention [Cumbria – wide project]. d. Sector based recruitment linked to mainstream programmes. e. Employment Road Show. Fit for work, skilled for work, marketing for work to be delivered in community centre. Supported by RTW programme. 	<ul style="list-style-type: none"> a. Funded to March 2010 with possible extension although job outcomes are now behind target. b. Work with Stead McAlpin staff now completed. College now leading on redundancy support. c. To be confirmed. d. Linked to RTW programme. e. Jobs Fair in September. Looking for partnership support for Road Show.

“CONNECTIONS” priority Projects/Actions [revised March 09]		Strategy work-stream	Current Position Nov. 08	Next Steps
1	Carlisle Airport, including scheduled air services, tourism potential and promotion of area for investment. <i>[Replaces Priorities 1,3 & 4]</i>	Distance to Markets	a. Planning permission granted.	
2	Implementation of the CNDR	Regional Roads and E-W Links	a. Negotiations to confirm funding underway.	a. Documentation signed off July 09.
3	Develop a transport strategy for Carlisle that reflects the masterplan vision of Carlisle Renaissance the City and County Councils.	Localised Congestion Access to work, goods and services	a. Draft Parking, Bus, Cycling and Walking Strategies and traffic relief measures being jointly developed.	a. Draft Strategic Overview for Transport now being prepared for consultation.
4	The mechanisms to secure funding from developers will need to be carefully considered so that development and investment is encouraged and the social and environmental benefits are also realised when they are needed and are sustainable over the long term. The planning process will be the vehicle through which this funding will be generated.	Funding for Infrastructure	a. LDF in preparation. Guidance for Highway and Transport contributions in preparation.	a. Adopt a Development Team approach to significant planning application.
5	Include ICT capacity within evaluation of Carlisle's future infrastructure needs and lobby accordingly.		a. Funding now in place via Growth Point. Brief for work prepared.	a. Agree steering group and commission work – ED&E group involvement sought.

Not now covered but for ongoing oversight from time to time by the Group:

Develop strategic road and rail connections inks through close links with the Highways Agency and the DfT to secure improvements to A69 and with Train Operators DfT , Network Rail and Community Rail Partnerships to improve service levels, capacity, infrastructure and facilities on the rail lines feeding into Carlisle.